



ipid

Department:
Independent Police Investigative Directorate
REPUBLIC OF SOUTH AFRICA

MEMORANDUM

TO : THE EXECUTIVE DIRECTOR: MR ROBERT MCBRIDE

FROM : AMAR MAHARAJ: MANAGER ETHICS AND RISK MANAGEMENT

DATE : 14 OCTOBER 2014

SUBJECT : REPORT ON PROVINCIAL VISIT: NORTHERN CAPE. KIMBERLEY AND UPINGTON

1. PURPOSE:

To provide the Executive Director with a written report on the summary findings of the Ethics Climate Survey conducted on 29 September 2014 in Kimberley and at Upington on 1 October 2014. Oral reports were presented to the Executive Director at meetings held on 29 September 2014 and 1 October 2014 respectively.

2. SUMMARY FINDINGS OF ETHICS CLIMATE SURVEY

a) Organisational Values

Investigators interviewed were able to state the IPID Values and displayed understanding of the core Values. Some investigators however indicated that management sometimes deviate from the core values and this serves to reduce morale and weaken the corporate culture. Investigators stated there Management should set an example especially with the Values of Mutual Respect and Trust.

b) Training

Investigators reported that they needed more specialized training on Investigations and Crime Scene Management. They also expressed that they have limited skills and confidence to investigate corruption and fraud. It was also reported that more training was needed on the Flow-Centric Case Management System.

Investigators also requested more training on Statement Taking and Crime Scene Photography.

c) Investigations

- (I) Investigators reported that there is pressure on them to 'complete' cases for the sake of "completion". This is attributable to complaints that there is pressure to 'shortcut' investigations in order to make targets for monthly reporting to National Office.
- (II) Investigators reported that " we are short-cutting cases - even murder cases". They reported they they do not get an opportunity to 'run with the case until the investigation is completed'.
- (III) Investigators further reported that they have to 'finalize/complete' cases even though they know that 'the investigation is not done'.
- (IV) Investigators reported that it was their view that " we need to move away from 'completions'.
- (V) It was reported that the DPP was frustrated at the the quality of investigations.
- (VI) It was reported that the IPID current objective is to 'complete cases to make monthly targets instead of satisfying the families who want justice.
- (VII) Investigators reported that 'completed' cases are 'parked' in steel cabinets and offices, sometimes lying unattended to - for years. This effectively means that cases are not properly investigated and many cases are attended to for the sake of compiling statistics to show some degree of performance by the IPID for external reporting purposes.
- (VIII) Investigators reported that in the haste to make targets, all work stops at the end of the month and the objective is to 'complete cases". Incomplete dockets are sent to the DPP, " ... hence you see so many queries'.
- (IX) Investigators reported that the DPP queries are often the result of poor and incomplete investigations.
- (X) Investigators reported that the IPID does not measure performance on conviction rates or closed cases, but only on 'completed cases'.

d) Investigator Case Loads

Investigators reported low cases loads which indicates that 'completed' cases are filed away/ unattended to and there is no indication that the cases may be worked on in future.

Kind regards,

Amar Maharaj_____

RANK: Deputy Director- Ethics and Risk Management

DATE: 14 October 2014

COMMENTS:_____

NAME: MR R J MCBRIDE

DESIGNATION: EXECUTIVE DIRECTOR

DATE: _____